

DOCUMENTS CROSS-REFERENCED

ATTACHED:

NIC 00576-85/1

NIC 00576-85

The Director of Central Intelligence  
Washington, D.C. 20505

National Intelligence Council

NIC 00576-85/1  
22 March 1985

NOTE FOR THE DIRECTOR

My recent memorandum to you on "Connecting Links with Laboratories for S&T Information" (copy attached) led to several questions from you.

Who has the action?

- The Executive Steering Group headed by [redacted] and the recently formed Interagency Open Source Action Group, headed by [redacted] which has been tasked by the Steering Group.

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What are the resource needs?

- To interconnect Community centers and upgrade technology to process the information from existing data bases will require significant resources. We think, however, that modest additional funding to support innovative programs within the various centers would produce high benefits for the Community. An external study by the Action Group will provide an estimate of resource needs.

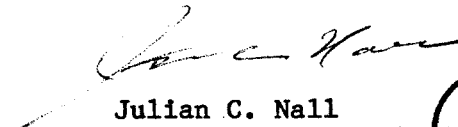
What stage?

- Resource recommendations will be made when the Action Group completes its work in about six months.

What priority?

- Unfortunately it is not very high as seen by many resource managers although the Steering Group's activities have increased awareness and attention level of these persons.

We will keep you informed as developments warrant.

  
Julian C. Nall  
NIO for S&T

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cc: DDCI

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The Director of Central Intelligence  
Washington, D.C. 20505

National Intelligence Council

NIC 00576-85  
1 February 1985

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

THROUGH: Chairman, National Intelligence Council  
Vice Chairman, National Intelligence Council

FROM: Julian C. Nall  
National Intelligence Officer for Science and Technology

SUBJECT: Connecting Links with Laboratories for S&T Information

Background

1. Bob Gates told me that [ ] had a brief discussion with you about linkages with various laboratories for S&T information and that you had requested some elaboration. 25X1

2. For slightly over one year, [ ] has served as the Chairman of the Executive Steering Group on the Exploitation of Overt S&T Information. This group was created to assist in implementing some of the recommendations made in a STIC report published in the fall of 1983. Steve Lukasik, the Chairman of your S&T Advisory Panel, serves as a consultant to this Steering Group. 25X1

3. Steve's presentation to the Off-site Conference in September (copy of vugraphs attached) and [ ] recent memorandum to you (also attached) discussed the details of actions, recommendations and future plans of the Executive Steering Group. 25X1

Key Points

4. Of the various recommendations for implementation, two are paramount and I believe these are what [ ] had in mind during his discussion with you. 25X1

25X1

- The Executive Steering Group believes that processing of overtly collected S&T information will require a modified "NPIC" approach to the problem. The Group believes that because of the highly dispersed nature of the various S&T components around the country, some form of centralized national level focus must be provided to achieve efficiency of operation while maintaining the decentralized component, including the national laboratories. As indicated in the memorandum from [redacted], the mechanism proposed for doing this is an action group of senior line managers under the aegis of the Steering Group and headed by a seasoned information handling specialist under contract to the IC Staff. A deadline of 30 September 1985 has been set for completion of the work. [redacted]

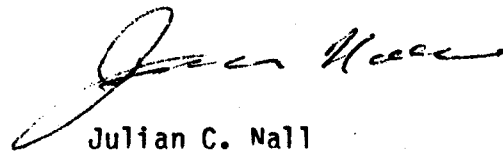
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25X1

- Appropriate electronic linkages will be required between each of the processing activities and data bases, and the centralized facility mentioned above. In many cases linkages already exist but they may have to be modified with state-of-the-art equipment to be used effectively by the Intelligence Community in the fashion of a decentralized NPIC.

5. [redacted] or I would be happy to elaborate further on this matter if you would like.

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Julian C. Nall

Attachments  
As Stated

cc: Chairman, HUMINT Committee

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Washington, D.C. 20505

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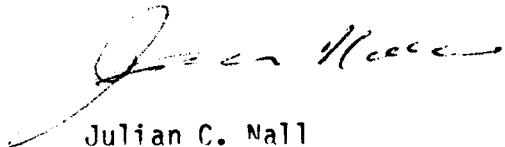
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DIRECTOR OF CENTRAL INTELLIGENCE  
HUMINT Committee

OFFICE OF THE CHAIRMAN

HC 84-499  
21 December 1984

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

THROUGH: Director, Intelligence Community Staff

FROM:   
Chairman, Executive Steering Group on the  
Exploitation of Overt S&T Information

SUBJECT: Status Report on Actions Taken and Future Plans

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1. Background: The Executive Steering Group for the Exploitation of Overt S&T Information was established a year ago by the DDCI as a result of a joint STIC/HUMINT Working Group report outlining the problems of adequately exploiting open source scientific and technical information, a surprisingly valuable source, particularly when used in conjunction with SIGINT and IMINT. In May, 1984, I forwarded to you a report on the actions taken and progress made by the Group since its inception. This report sets forth accomplishments since that time, as well as plans for the future, some of which derive from the Off-Site Conference of 21-22 September. You will recall that I briefed you orally on the conclusions contained in this report at our meeting with you on December 18th.

2. Accomplishments of the ESG: Our principal accomplishment, I believe, has been an intangible but indispensable one: to impress upon the senior program managers throughout the S&T Community that you have a strong personal commitment to encouraging innovative, cost-effective methods for dealing with this challenge. Members of the ESG have visited the various S&T centers around the country and have consulted at length with government and non-government experts in Washington and elsewhere. In the course of these visits and consultations we have:

- o Stimulated professional interaction among analysts and private sector organizations, and, as a direct consequence, identified additional areas for cooperative research, pooling of resources, and coordinated modernization planning.

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- o Supported DoD's continuing efforts to improve the scope, timeliness, and responsiveness of the CIRC system as well as that of the related foreign language translation programs.
- o Assisted the Air Force in reinstating \$462,000 in CIRC modernization funds which had been cut from the FY 86 budget.
- o Drafted a comprehensive management plan which served as a catalyst and framework for DoD's Scientific and Technical Intelligence Information Services Program (STIISP) Review Group in the preparation of an excellent plan specifying nine major requirements for the CIRC system and proposed courses of action (Tab A).
- o Cooperated with your Foreign Language Committee in evaluating and funding the development and acquisition of a [REDACTED]

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3. The Next Phase: At the September 21-22 Off-Site Conference, Dr. Stephen Lukasik, on behalf of our Executive Steering Group, outlined the unique intelligence potential of this kind of material; the difficulties of exploiting it effectively, given its growing volume, the widely dispersed nature of the various S&T centers engaged in this work, and the managerial advantages that a more centralized framework for coordination and processing enhancement would provide.

A. We have, therefore, drawn up a work program (Tab B) which will be carried out by an Action Group under ESG aegis composed of line managers, notably FBIS and OCR, as well as the DoD STIISP manager and representatives of DDS&T/ORD and the service ACSI's. A major task of this Group will be to explore additional ways in which the various S&T centers, using their individual budgets and an enhancement fund described below, can bring their technological and analytical capabilities up to a more nearly comparable level of excellence. Efforts which may affect the DoD S&T intelligence community will be accomplished in coordination with the STIISP manager.

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[REDACTED]

The Action Group will explore ways to stimulate creative interaction between S&T analysts and the R&D community, taking advantage of the dramatic increases in computer power that are in prospect and of the more sophisticated algorithms for search and retrieval coming on line.

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C. Responding to the DDCI's guidance at the Off-Site Conference, we will also explore the feasibility of applying a similar managerial approach to the exploitation of non-S&T information. To this end, we will augment both the ESG and the Action Group with representatives from the other agencies and departments concerned.

4. An Enhancement Fund to Leverage Existing Agency Budgets:  
The ESG has concluded that if we want to make a substantial impact on this complex, technology-dependent, and multi-agency problem, we must establish and operate a means of enhancing or "leveraging" existing resources to encourage the professional men and women in the individual S&T centers to undertake innovative, cost-effective measures to meet this challenge. As you know, DARPA offers a model of how the application of relatively modest sums to selected production objectives can achieve disproportionately great qualitative leaps in performance. A fund which would provide a similar stimulus, we conclude, is essential if we are to overcome the highly dispersed nature of the open source S&T efforts throughout the Community and tap the creative problem-solving potential which exists. Such funds would offer a powerful incentive for managers to devise and defend within their own budgets coordinated programs that would otherwise fall victim to either bureaucratic red tape or sweeping budgetary cuts. We are exploring possible sources of such funding and are considering, in particular, the Exceptional Analysts Program for some immediate benefits in FY 1985. We anticipate growth from this or other sources in future years.

5. Conclusion: The ESG believes that over the next six months, more can be done by drawing on the detailed support work of an Action Group composed of senior line managers and having access to funding for carefully selected DARPA-like enhancements.

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Atts: Tabs A and B (a/s)

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